

## SECTION 3 REHABILITATION AND DEVELOPMENT STANDARDS

### OVERVIEW

Rehabilitation and development standards and goals are discussed in the RFP, attached RFP Exhibits and Supporting Documents, with focus on the following areas:

- Historic Building Rehabilitation, Compatible New Design and Landscape Rehabilitation.
- Utility and Infrastructure Rehabilitation.
- Sustainable Design.

**The RFP discussion of these topics is not a directive for design work to be carried out during the RFP response period.** Rather, the discussion organizes and makes available to the RFP respondents the most important information, parameters and areas of work that will affect design approach and construction scope. The NPS intent is to allow RFP respondents, within the limited number of design submittals required in RFP Section 8, to provide a design that fits NPS criteria. Concurrently, NPS seeks to assist RFP respondents to insure that adequate provisions are made in the construction budget for all components of the Project that NPS assigns to the Selected Developer.

### HISTORIC BUILDING REHABILITATION, COMPATIBLE NEW DESIGN AND LANDSCAPE REHABILITATION

Fort Baker is a nationally significant historic district on the National Register of Historic Places. The Project area includes twenty-seven (27) historic buildings, in addition to historic roads, retaining walls, a tennis court, flagpole and Parade Ground. The Selected Developer shall repair, rehabilitate, and maintain these facilities in accordance with *The Secretary of the Interior's Standards* (Department of Interior (DOI) regulations, 36 C.F.R. Parts 67 & 68) and other applicable DOI, NPS and GGNRA standards, guidelines, and requirements.

Historic preservation goals include ensuring the preservation of historic structures and landscapes through the selection of compatible new uses and establishing and carrying out appropriate rehabilitation treatments for historic buildings and their settings. New construction shall also be designed to be compatible with the historic structures and setting. Adherence to preservation standards may also allow the Project to qualify for the Federal Historic Preservation Tax Credit program.

### FINAL ENVIRONMENTAL IMPACT STATEMENT (FEIS)

The following measures from the FEIS apply to the Project with respect to preservation and re-use of historic buildings, treatment of cultural resources within the Project area and new additions to the site. "New additions" to the site shall be as defined in the Secretary of the Interior's Standards, standards 9 and 10<sup>2</sup>. Unless otherwise indicated,

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<sup>2</sup> 36 C.F.R. §§ 68.3(9), 68.3(10)

the Selected Developer shall be responsible for carrying out and funding each of these measures. The Selected Developer shall read the FEIS in full to identify all measures required for the Project. The summary is a subset of the FEIS measures cited in RFP Section 5.

The following measures are required elements of the Project:

- Twenty-seven (27) historic buildings and additional related landscape features shall be rehabilitated in a manner that is compatible with the qualities that currently qualify each for inclusion in the National Register, including one hundred sixty-seven thousand three hundred (167,300) square feet of building area (Structures are listed in RFP Exhibit C).
- Six (6) non-historic Capehart housing units shall be removed to achieve the Project goals (Structures are listed in RFP Exhibit C).
- Rehabilitation of the historic landscape shall be required within the Project area.
- Effects on archeological resources shall be avoided.

The following FEIS measures are optional elements of the Project:

- Three (3) historic garage buildings may be removed or relocated, if required to achieve the Project goals (Structures are listed in RFP Exhibit C).
- Three (3) new buildings may be constructed on three (3) designated new sites. Two (2) new sites are on Murray Circle and one (1) new site is on Kober Street. The maximum combined size of these three (3) new structures shall be thirty thousand four hundred (30,400) gross square feet (GSF), distributed as follows:
  - New Building Site 1 - twenty thousand (20,000) GSF
  - New Building Site 2 - eight thousand (8,000) GSF
  - New Building Site 3 - two thousand four hundred (2,400) GSF.
- Removal of fourteen (14) additional non-historic Capehart units is permitted. Construction of one (1) or more new structures to replace additional removed Capehart units is permitted. The gross square footage of such new construction shall be limited to the gross square footage of removed construction - forty-seven thousand (47,000) GSF; in addition to other new gross square footage as defined in the FEIS - fifty-two thousand (52,000) GSF. The total gross square footage of all new construction in the Capehart area shall be no more than ninety-nine thousand (99,000) GSF if all existing units are removed.

#### MEMORANDUM OF AGREEMENT (MOA)

The stipulations of the MOA between the NPS and the California Office of Historic Preservation shall be adhered to for all improvements within the Project area. The Selected Developer shall read the MOA in full to identify all measures.

The MOA mandates an approach for the Project with respect to preservation and re-use of historic buildings and treatment of cultural resources within the Project boundaries. Unless otherwise indicated, the Selected Developer shall be responsible to carry out and fund each of these measures. The following summary notes the principal measures:

- Prior to demolition of any of the three historic garage buildings listed for demolition, carry out Historic American Building Survey (HABS) recordation for the properties. All documentation shall be completed and accepted by HABS/Historic American Engineering Record (HAER) prior to demolition.
- The Project design shall comply with the *Secretary of the Interior's Standards* for all rehabilitation and restoration of historic resources, as well as for design of new additions to the site.
- The rehabilitation and restoration designs for historic resources and for new additions to the site shall comply with the *Fort Baker Compatibility Study*.
- The *Fort Baker Archeological Monitoring Plan* shall be implemented during excavation related to any construction activities with regard to identification, evaluation and treatment of historic archeological resources.
- The *Archeological Overview and Assessment and Resource Predictions Report* shall be implemented during any ground disturbing activities with regard to identification, evaluation and treatment of prehistoric archeological resources.
- All preservation, rehabilitation, restoration, demolition, archeological monitoring, archeological testing, and curation carried out pursuant to the Project shall be carried out by or under the supervision of a person or persons meeting at a minimum the Department of the Interior's Professional Qualifications Standards (48 FR 44738-46739).

## U T I L I T I E S   A N D   I N F R A S T R U C T U R E

NPS is performing the critical repair and rehabilitation of five (5) Fort Baker infrastructure systems (NPS Improvements Program). The NPS Improvements Program is identified in the potable water, sanitary sewer, drainage, electrical and natural gas reports in Exhibit D, as well as a communications services overview that are included in RFP Exhibit D. The NPS Improvements Program is funded at approximately ten million dollars (\$10,000,000) gross construction costs through a Department of Defense (DOD) line item appropriation for Fort Baker. The Selected Developer shall be financially responsible for and complete all remaining infrastructure improvements not identified in the NPS Improvements Program, that are required for Project operations within the Project area.

The Selected Developer's infrastructure improvements shall be executed in a manner that employs sustainable design principles and innovative and resource-efficient technologies. Please refer to the discussion of sustainability below and RFP Exhibit F and Supporting Documents of this RFP for further information and requirements for the implementation of sustainability at Fort Baker.

The Selected Developer and NPS will coordinate their respective infrastructure and other capital Improvements projects to expedite the completion and opening of the Project.

## S U S T A I N A B I L I T Y

### E N V I R O N M E N T A L   S U S T A I N A B I L I T Y   A T   F O R T   B A K E R

The Fort Baker Plan and FEIS identified the principle of environmental sustainability (Sustainability) as consistent with the NPS mission of natural and cultural resource conservation. This RFP seeks responses that promote environmentally sustainable building, infrastructure, landscape design, programming and operational practices based on life-cycle economics, including the transportation to and within the site; and that create opportunities for education and demonstration of sustainable environmental practices in building and infrastructure.

NPS is committed to partnering with the Selected Developer to incorporate Sustainability into the development of the Project and its operations. Because much of the Project's facilities and supporting infrastructure systems must be repaired, rehabilitated, and newly constructed, there is the opportunity to design and build utilizing sustainable performance standards and technologies. The completed Project operating with sustainable practices will serve as an important educational and interpretive program for the Park. These approaches and programs together constitute a key goal of NPS in this offering.

### A V A I L A B L E   S U S T A I N A B I L I T Y   R E S O U R C E S

Since 1997, NPS has partnered with the Golden Gate National Parks Association (GGNPA), the Department of Energy (DOE), the National Renewable Energy Lab (NREL), Pacific Gas and Electric (PG&E), Lawrence Berkeley Laboratories (LBL), the Presidio Trust, and a team of outstanding consultants to develop resources for implementing Sustainability at Fort Baker and the Project. Sustainability resources for use in preparing the RFP Response include RFP Exhibit F and Supporting Documents S-36 through S-45.

### S U S T A I N A B I L I T Y   P R O G R A M

The Selected Developer shall implement a comprehensive Sustainability program (Sustainability Program) during the design, rehabilitation, construction, and operation of the Project. The Selected Developer's Sustainability Program shall include:

- Sustainability measures for historic building rehabilitation and new building construction including building envelopes and interior systems strategies.
- Sustainability measures for site, infrastructure and utilities development.
- Demonstration projects (Demonstration Projects) that both apply and interpret sustainability themes at the Project.

The Selected Developer is expected to finance and perform building and site development Sustainability measures within the Project area and to partner with NPS in the development of Demonstration Projects. Respondents are encouraged to include innovative approaches to implementing and financing the Sustainability Program. The RFP response shall be a concise and clear presentation of the proposed Sustainability Program that provides measurable performance goals and financial commitments.

## S E C T I O N   4   O P E R A T I O N S   A N D   M A N A G E M E N T

### I D E N T I T Y   A N D   M A R K E T I N G

The NPS seeks a Project that respects the national importance of Fort Baker's historic and cultural resources; natural resources; spectacular setting and serenity. The distinguished tradition of National Park lodges should provide inspiration for the quality of expected improvements and services.

The NPS seeks to create an inspirational environment that can attract conferences and meetings of preeminent national and international organizations as well as local and national executive conferences. NPS expects the Selected Developer to create a high quality center with comprehensive services; advanced meeting and communication technology; and quiet places for retreat and reflection, while maintaining the character of the Project as part of the GGNRA.

Sensitive to the park setting, the Project should minimize new outdoor recreational amenities more typically found in resorts, and emphasize and promote the use of the Park's natural recreational environment and existing destinations. However, NPS will allow the development of indoor recreational facilities within the Project and require the rehabilitation of the existing, historic outdoor tennis court.

In an effort to minimize vehicular traffic, the Project should to the extent feasible be self-contained to minimize the need for guest travel "off-campus". This may be accomplished by offering on-site amenities including:

- dining.
- entertainment and cultural activities provided by park tenants.
- recreational amenities.
- business and guest services (e.g., computer terminals, fax, copy service, mail center, etc.).
- limited retail "general store".

### F O R T   B A K E R   I N S T I T U T E   A N D   P A R K   P R O G R A M S

NPS is planning a nonprofit Fort Baker Institute that will market and utilize the Project for national and international conferences, meetings, and summits on topics related to the NPS mission. Specifically, NPS is creating the Institute as a means to insure that Fort Baker and the Project become a distinguished venue for promoting dialogues relating to environmental sustainability; resource conservation; environmental restoration and stewardship; historic preservation and other emerging issues of global concern.

Using certain contract privileges assigned to it by NPS, the Institute would provide special services and Project lodging rooms at discounted rates to qualifying public agencies and nonprofit organizations. The Institute would operate under the terms of a cooperative agreement with NPS.

**NPS seeks to separate the business operation of the Project from the programmatic management of the Institute. Specifically, NPS is not requesting the Selected Developer to develop or manage the Institute, nor is NPS giving the Institute any role in the operation of the Project.**

NPS believes that the Institute will add value to the Project and cultivate a unique market niche of potential clients. For example, as one of the only environmentally designed, developed and operated conference centers in the nation, the Institute could contribute a targeted marketing program for the Project to national and international environmental and science organizations. The Institute could also link Project guests with other GGNRA tenants for participation in award-winning arts, environmental education and children's programs. The Institute could also contribute to the Project's public programs by inviting the general public to conversations with world renowned guest speakers on environmental issues.

NPS expects RFP respondents to formulate an approach for integrating the Institute into the Project's operations. NPS will favorably evaluate RFP responses that provide NPS (for assignment to the Institute) an **initial minimum of ten percent (10%)** of the Project's total lodging capacity at the Federal per diem rates for San Francisco.<sup>3</sup> A primary goal of the Institute will be to increase the use over time of the Project as a venue to discuss NPS mission-related topics. Specific requirements and suggestions are delineated in RFP Section 6.

#### C O R P O R A T E   C I T I Z E N S H I P   A N D   D I V E R S I T Y

NPS seeks a Selected Developer that will be a responsible and respected member of the GGNRA tenant community, as well as the local and regional business communities. NPS expects that the Selected Developer will develop a comprehensive program relating to community communications, employee relations and training, and is seeking proposals that promote the employment of minorities and women in the Project, such as coordination with local employment development agencies or other organizations that specialize in recruiting, screening, and training assistance.

#### P U B L I C   A C C E S S

Given its location within a National Park, the Project's pricing should be structured to address broad segments of the potential meeting market. NPS strongly encourages RFP respondents considering room rates at the "top" of the market to include more modest rooms with commensurate prices to create an inclusive pricing. However, NPS will not regulate rates and prices for the Project.

NPS seeks to maximize and broaden public access to Fort Baker, including the Project. While NPS understands that most of the Project's facilities cannot be accessible to non-guests (e.g., meeting and lodging rooms), NPS expects that creative approaches will be proposed to welcome the general public to the Project and provide educational experiences about its sustainable design, rehabilitation and construction, technologies and operations.

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<sup>3</sup> The current Year 2000 Federal per diem rate for San Francisco is \$205, including lodging and food.

## D I N I N G   A N D   R E T A I L   S E R V I C E S

NPS expects that dining and retail services at the Project will balance the goal of permitting the general public to use these services, while not positioning these services as destination dining or retail, generating traffic and parking demand that could not be managed or mitigated as part of the Project's overall transportation management responsibilities. These dining and retail services should be appropriately sized relative to the lodging capacity of the Project.

NPS expects the Project will also offer park-themed and produced interpretive merchandise in its retail operation. NPS through the Golden Gate National Parks Association, its official nonprofit cooperating association, will provide certain high-quality, park-themed interpretive merchandise for sale at the Project. The Selected Developer is expected to utilize these items and coordinate all retail activities with NPS to insure compatibility with other NPS authorized retail programs in the park.

NPS retains authority to regulate the sale and consumption of alcoholic beverages within all National Parks. Health and food service inspections at Fort Baker and the Project will also be conducted by the NPS.

Other limited retail and food service operations currently exist or are planned for Fort Baker. The Bay Area Discovery Museum, an existing GGNRA tenant immediately adjacent to the Project, operates a small cafe and museum store for museum visitors. The Fort Baker Plan also calls for visitor services including limited food service and "park bookstore" type retail activities, to be developed at the boat shop on the Fort Baker waterfront. NPS may also include "park bookstore" type retail activities within a proposed NPS Visitor Center at Fort Baker.

## T R A N S P O R T A T I O N   A N D   P A R K I N G   D E M A N D   M A N A G E M E N T

NPS is seeking a Selected Developer who will comply with the FEIS, and work in partnership with NPS and other Fort Baker tenants to develop innovative and effective traffic and parking demand management programs that minimize the impacts of vehicular traffic on the Fort Baker site, the City of Sausalito, other municipalities, and Highway 101. The Project will serve as a new standard for transportation and parking management in hospitality projects of all types.

The minimum responsibilities for traffic and parking management are described in the FEIS in the form of required mitigations, such as shuttle service. NPS will be evaluating proposals on the comprehensive nature and potential effectiveness of proposed programs, particularly on the minimization of parking demand and projected peak period (weekday and weekend) traffic generated by the Project. However, NPS also seeks to minimize the total demand for Project parking, and to reduce all traffic generated at both peak and off-peak hours to the extent practicable. The goal is to achieve traffic and parking levels below those identified in the FEIS. Use of a range of approaches to minimizing Project-generated vehicle trips, including guest parking payments, is strongly encouraged.

## O N - S I T E   E M P L O Y E E   H O U S I N G

NPS will consider the provision of on-site housing of Project employees as part of an effort to promote a jobs-housing balance within Marin County and to potentially reduce traffic in and around the site. Any housing for Project employees will be part of the Selected Developer's leasehold responsibilities, and must be managed consistent with FEIS traffic and parking requirements for the Project.

## A N N U A L   R E P O R T

NPS will require the Selected Developer to produce and submit to NPS a comprehensive annual report during the term of the Final Lease, and to meet on a regular basis with NPS staff to monitor and review the performance of the Selected Developer in conformance with the terms and conditions of the Final Lease and any other agreements. The annual report will include but not be limited to:

- Audited and/or unaudited financial statements.
- Project marketing and pricing policies and initiatives.
- Project maintenance standards and activities.
- Expected and completed capital improvement projects.
- Employment, diversity, and corporate citizenship.
- Sustainability programs, including energy and utility consumption.
- Transportation and parking demand management programs.
- FEIS mitigations.
- Support for NPS and Institute programs, including utilization of Federal per diem set-aside and advance reservation.

## P U B L I C   S A F E T Y

NPS provides all public safety services at Fort Baker, including structural fire, emergency medical, law enforcement, and fire inspection services. Security and fire alarm monitoring for the Project will be provided by an integrated NPS public safety dispatch center located at the nearby Presidio of San Francisco. The Selected Developer will be required to coordinate all physical security systems and programs with NPS.

## O T H E R   S E R V I C E S

General mail service, including drop delivery, is provided to Fort Baker by the United States Postal Service (USPS) from its postal station in Sausalito, California (ZIP Code 94965). The Selected Developer is responsible for contacting USPS to arrange for an appropriate delivery address and the design of appropriate Project facilities for mail handling.